

Headquarters U.S. Air Force

Integrity - Service - Excellence

Detailed Executive Agent (EA)



Awareness Training

AF/XPPL

Oct 02

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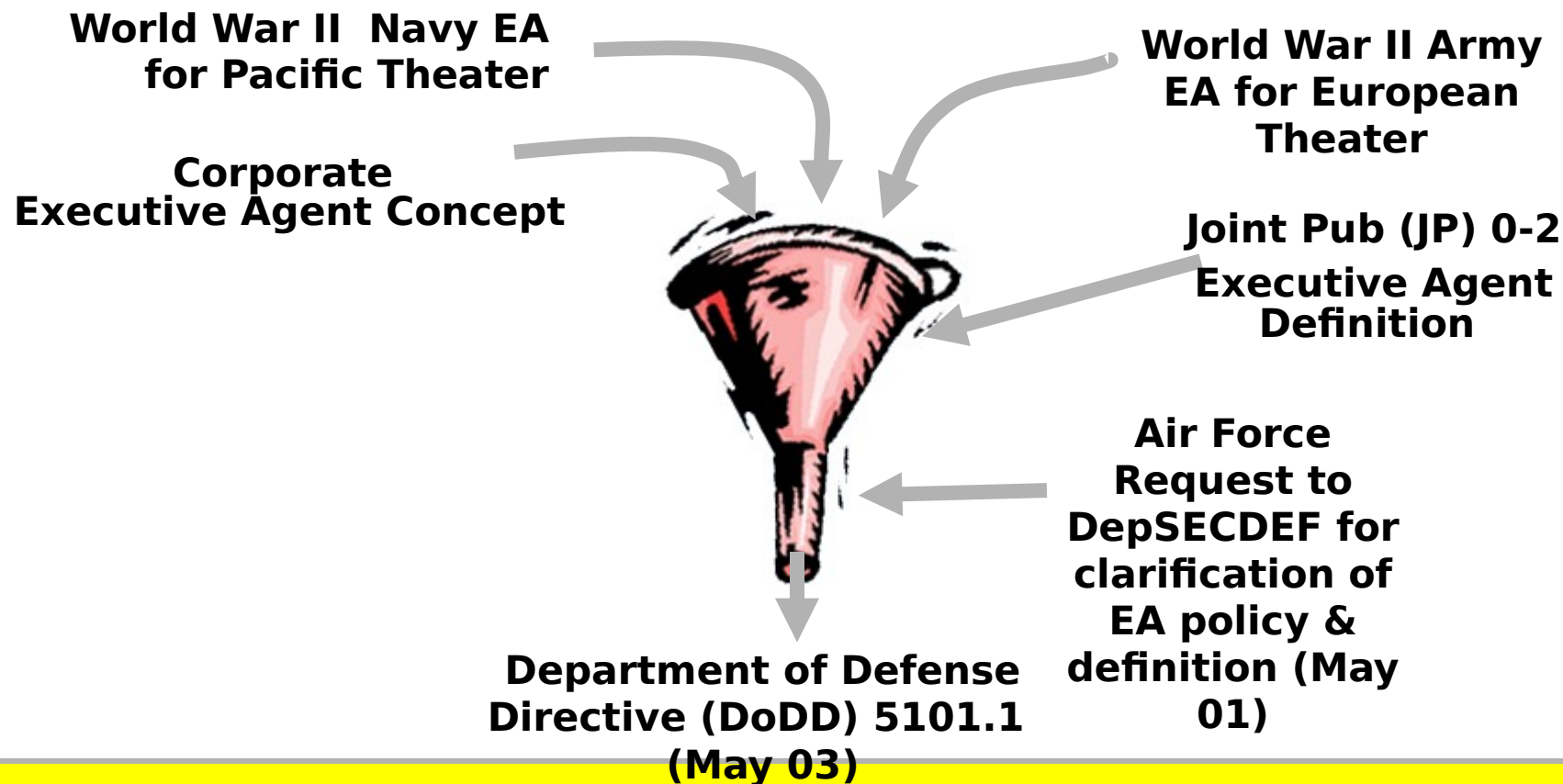
Why You Want to Know About Executive Agents?

- **Executive Agents are:**
 - **Assigned by the SECDEF or DepSECDEF**
 - **Given authority across multiple DoD components**
 - **Have OSD-level visibility into funding and management**
 - **Achieve efficiency and effectiveness**
 - **Can either bring DoD Components money or cost them money**
- **Secretary Rumsfeld considers executive agents a key tool for DoD transformation**
 - **For example, he recently assigned the Army as the Executive Agent for Homeland Defense**
 - **Published his intent to assign the AF as the Executive Agent for Space -- a potential \$6.5 billion/year mission area!**



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Evolution of Executive Agent Concept



DoD's Executive Agent roles and responsibilities evolved from the corporate sector concept and World War II functional assignments



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JP 0-2 Executive Agent Definition

- **Joint Publication 0-2 “Unified Action Armed Forces’ (UNAAF) Executive Agent:**
 - **Term used to indicate a *delegation of authority by a superior to a subordinate* to act on behalf of the superior**
 - **designated by SECDEF/DepSECDEF to a service component**
 - **normally temporary or transitory**
 - **does not warrant assignment of additional permanent function**
 - **exact purpose, scope of authority and duration made clear in establishing directive**
 - **may serve as justification of budgetary requirements**

IAW JP 0-2 : - ***SECDEF/DepSECDEF directed***
 - ***Designated by memo/directive***
 - ***Purpose, scope & duration***
specified



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JP 0-2 Executive Agent Responsibilities

- **Implement/comply with SECDEF policies/directives**
- **Ensure DoD-wide coordination for assigned responsibilities and activities**
- **Issue directives & take action on SECDEF's behalf as authorized in establishing directive**
- **Make recommendations to SECDEF on assigned EA activity, including dissolution manner/timing**
- **Perform other duties & observe limitations as designated in establishing directive**



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JP 0-2 Executive

~~*Agent*~~

Definition Issues

- **Definition applied inconsistently across DoD**
 - **Broad definition not understood**
 - **Recurring debate on:**
 - **authority to designate executive agent responsibility**
 - **roles and responsibility of EA**
 - **Combatant Commander EA support requirements**
 - **designation documentation required**
- **Resulted in:**
 - **EA assignment by Combatant Commanders, services, agencies**
 - **EA responsibilities assigned which do not involve multiple DoD components**
 - **Inconsistent OSD guidance across services/agencies**



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SECAF Executive Agent Request to DepSECDEF

- **SECAF requested OSD review of EA issue (May 01)**
 - **Need for clear DoD-wide definition of EA**
 - **Expressed concern over Combatant Commanders, and others, using EA as funding vehicle for their unique requirements**
 - **Requested clarification on how Combatant Commanders program and advocate non-headquarters support initiatives**
- **OSD/Office of Administration and Management (ODA&M) took ownership of the EA issue**
 - **Led multi-service IPT to draft a new DoD Directive to establish overarching EA policy framework and definition**
 - **Resulted in DoDD 5101.1, DoD Executive Agent**
 - **Clearly defines EA assignment requirements and roles/responsibilities**



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DoDD 5101.1

'DoD Executive Agent'

Definition

- DoD Executive Agent: The Head of a DoD Component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components. The nature and scope of the DoD Executive Agents responsibilities, functions, and authorities shall:
 - Be prescribed at the time of assignment.
 - Remain in effect until the Secretary of Defense or the Deputy Secretary of Defense revokes or supersedes them.

DoDD 5101.1 9 May 03 para 3.1

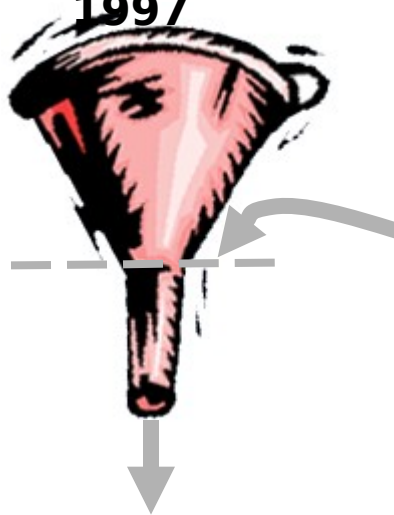


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Validation of Air Force Executive Agent Responsibilities

**267 Air Force Executive Agent
responsibilities reported to OSD in**

1997



**DoDD 5101.1
EA Definition
'filter'**

**59 'Validated' Air Force Executive Agent
responsibilities**

- **Based on the DoDD 5101.1 EA definition, the Air Force is currently assigned 59 EA responsibilities**



What is the Advantage of

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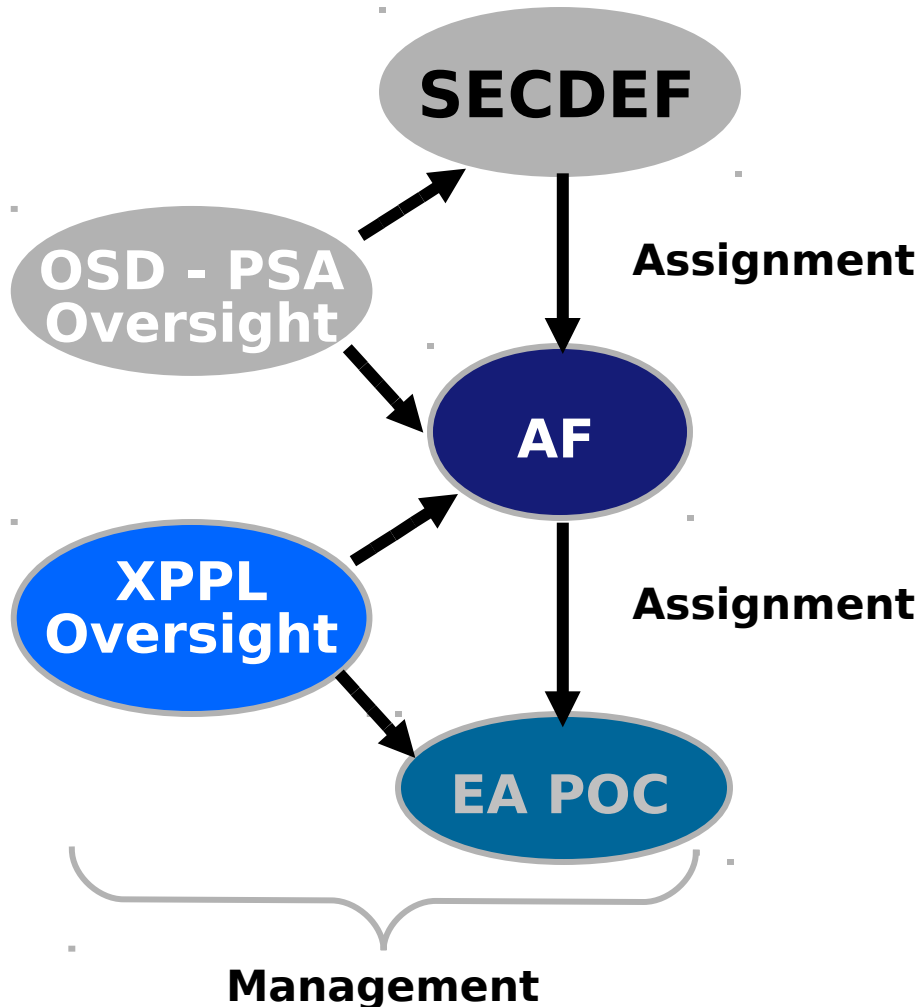
Being an Executive Agent

- Authority assigned by SECDEF, applies across DoD
- EA task is carried on AF EA Responsibility Listing
 - Reported to OSD
- EA tasks reviewed by AF panels and corporate structure during POM builds
 - Tracked via RAPIDS slides
 - Detailed resource data collected in AF/XPPL database
 - Oversight/analysis provided by AF/XPPL
- OSD funding and management oversight
 - OSD functional Panels review EAs assigned to their areas
 - Can recommend funding adjustments to meet tasking requirements



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The Air Force Executive Agent Management Process

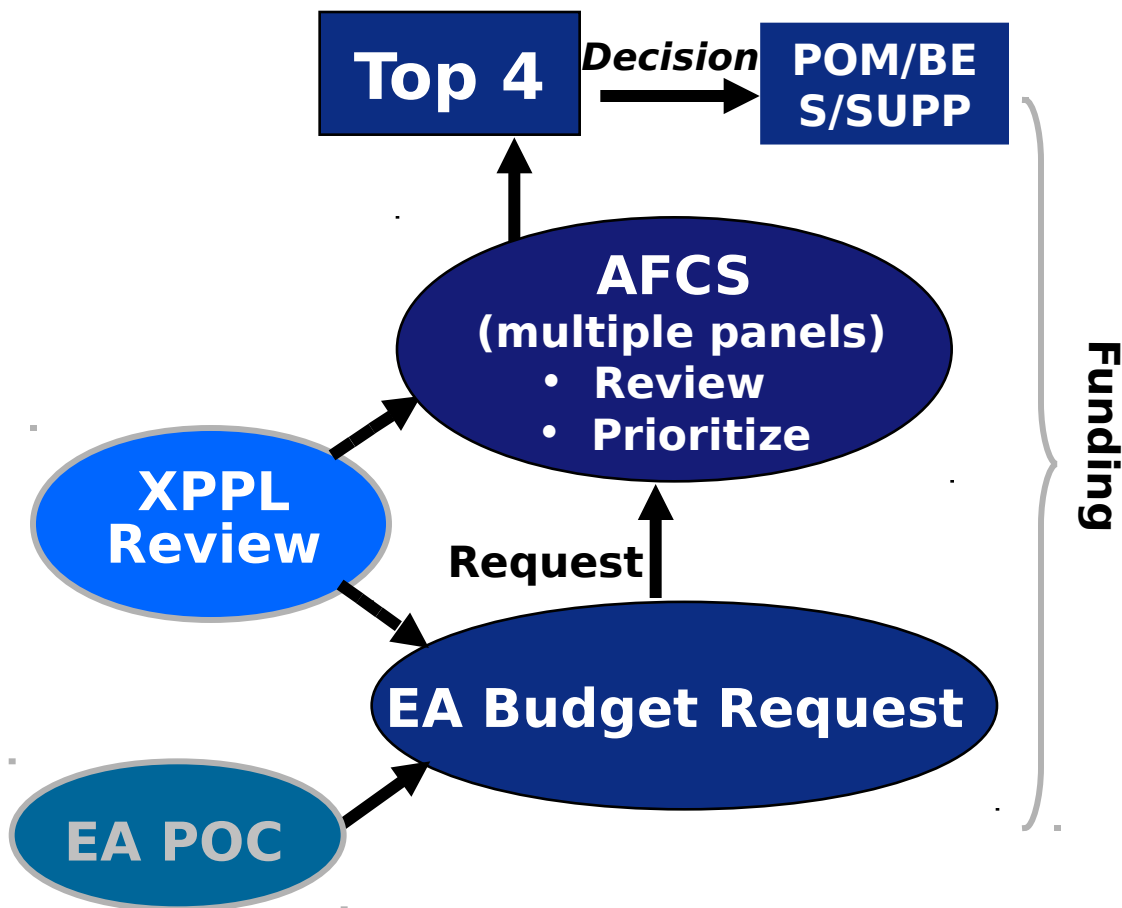


- SECDEF/DepSECDEF assigns the AF EA responsibilities and assigns a Principal Staff Assistant to monitor
- The CSAF or SECAF then assign the EA responsibility to an AF functional POC
- AF/XPPL has been assigned as the focal point for all Air Force Executive Agent matters
- AF/XPPL provides oversight, analysis and expertise for EA management
- OSD PSA provides oversight and coordination



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The Air Force Executive Agent Funding Process

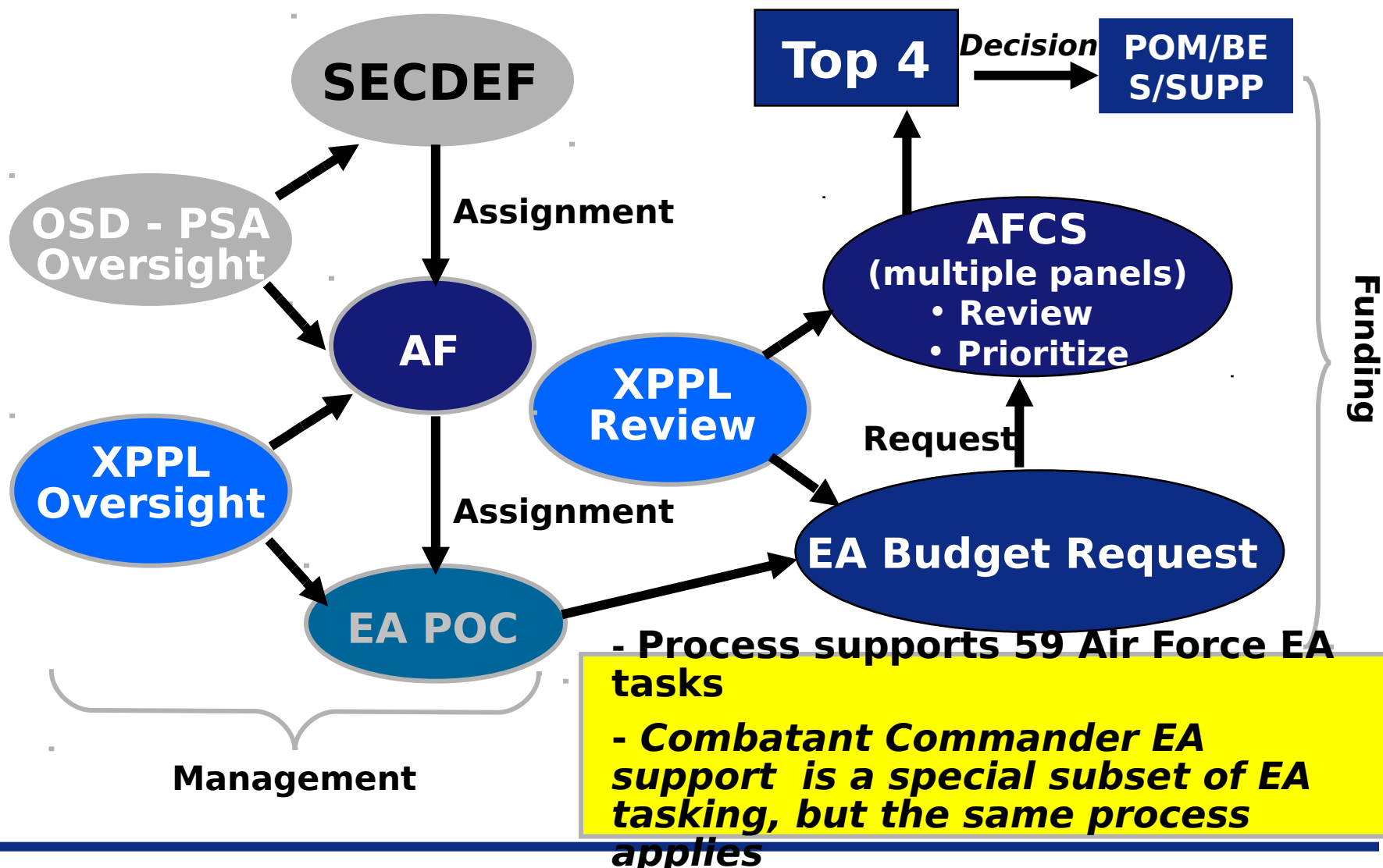


- AF EA POCs submit their budget request to a Headquarters AF functional Panel for review
- The EA budget request is analyzed by AF/XPPL
- AF/XPPL makes a recommendation on the EA funding request to the Panel
- The EA budget request then continues through the AF corporate structure (AFCS) deliberations
- The EA budget decision is reported in the final AF POM/BES/Supp



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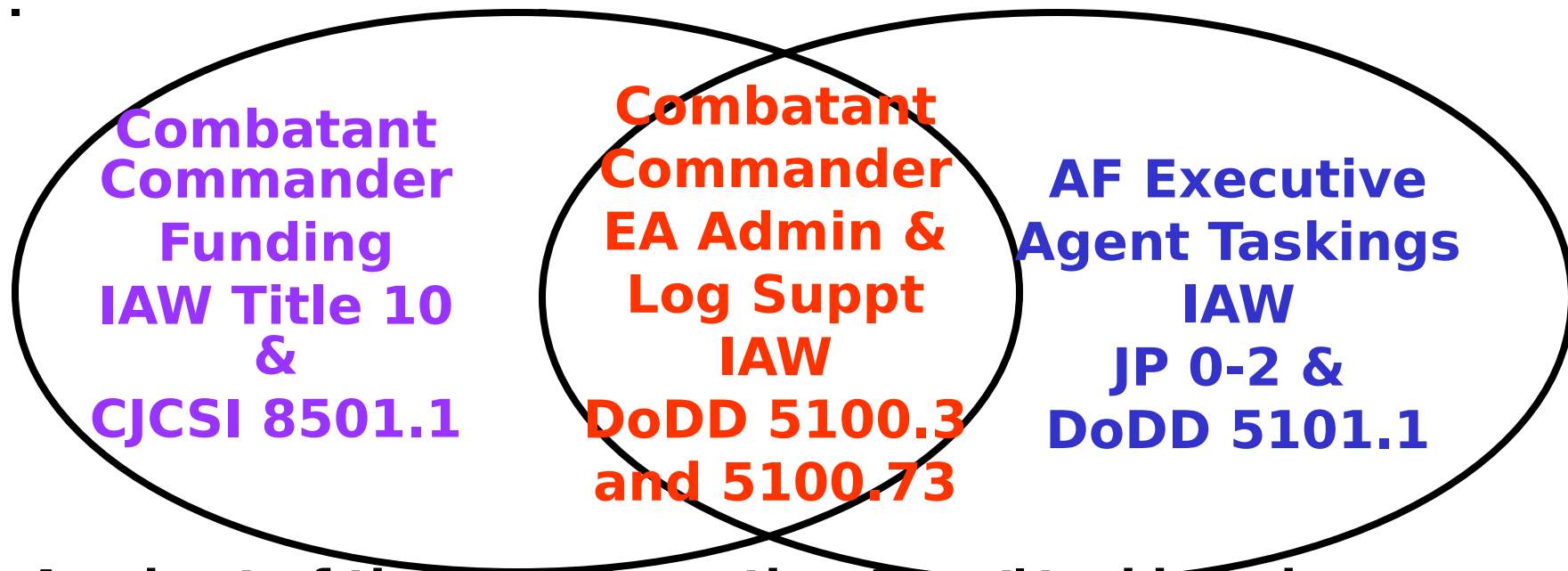
Overarching Air Force Executive Agent Process





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AF Executive Agent Responsibilities



- A subset of the AF's Executive Agent taskings is our assigned administrative and logistics support to the Combatant Commanders
- This diagram displays the relationship between the AF's overall Executive Agent responsibilities and our assigned Combatant Commanders Executive Agent support responsibilities



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Combatant Commander Executive Agent Support ~~Assigned to the AF~~

- **DODD 5100.3 assigns the Air Force Executive Agent responsibility for the following Combatant Commanders:**
 - **CENTCOM**
 - **TRANSCOM**
 - **SOCOM**
 - **STRATCOM**
 - **NORTHCOM**



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Combatant Commander Executive Agent Support Requirements

- **DODD 5100.3 tasks the services to provide *ADMINISTRATIVE and LOGISTIC* support to combatant and subordinate joint headquarters**
 - Includes essential base operating support for HQ
 - Direct support of Major HQ activities
 - Does NOT include ops support/theater engagement activities (initiatives/operational requirements)
 - Disputes over support to be provided will be elevated through the AF, then forwarded thru JCS to OSD

**Headquarters Management Support
ONLY**



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Combatant Commander Executive Agent Support Requirements

■ **DODD 5100.73 provides the specifics!**

■ **ADMINISTRATIVE SUPPORT**

- Admin management, documentation, pubs & reproduction services

■ **LOGISTIC SUPPORT:**

- Management of supply, maintenance, transportation, procurement, production and materiel programs

■ **DIRECT SUPPORT OF MAJOR HQ ACTIVITIES:**

- Professional, technical, administrative or logistic support essential to operation
 - Staff support: policy/program analysis or formulation
 - Operating support: secretarial, editorial or computer system services

**Headquarters Management Support
ONLY**

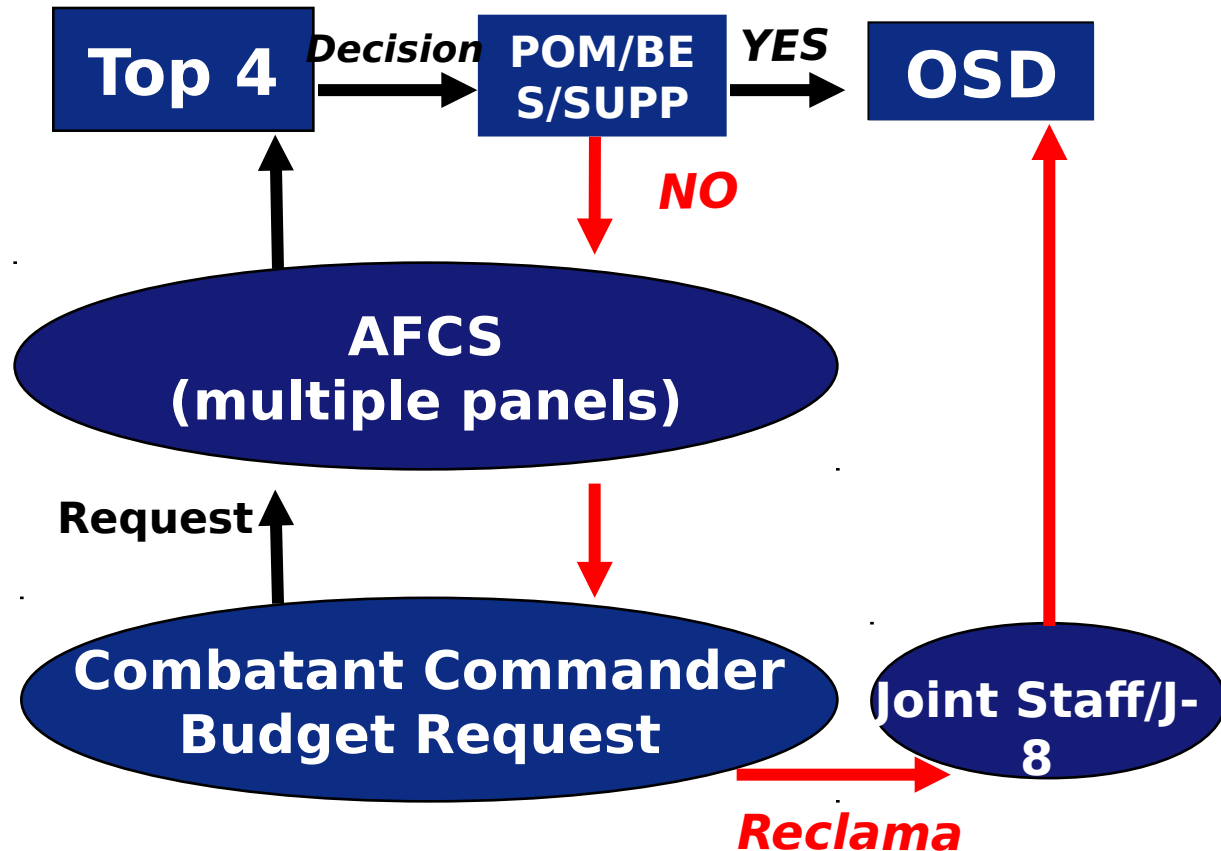


Combatant Commander Executive Agent Funding Process

Combatant Commander EA funding process mirrors the overall AF EA funding process

EXCEPT

if the Combatant Commander EA funding request is denied by the AF, the Combatant Commander may reclama the request through the Joint Staff to OSD in order to seek OSD funding



IAW DoDD 5100.73 Combatant Commander EA support responsibility is defined as
'Headquarters Management' ADMIN & LOGISTICS only



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Combatant Commander

Initiatives/Ops Requirements

Funding Background

- **DoDD 5100.3 created a formal structure, and assigned funding responsibility, for the Combatant Commanders administrative & logistics needs**
 - **However, Combatant Commanders routinely seek funding from the AF, as their assigned Executive Agent, to support their Combatant Commanders initiatives/operational requirements**
- **CJCSI 8501.01, Combatant Commanders and Joint Staff Participation in the PPBS, broadly outlines how the Combatant Commanders can submit their budget requests to their components and the services**
 - **May include joint exercises, force training, contingencies and selected operations**



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Where To Go for More Information

- Checkout our 'references' button on the top of your screen to view the following:
 - DoD EA links
 - AF EA Management
 - EA Briefings
 - Combatant Commander Items
- Following this EA Awareness Training are exercises and case studies to broaden your understanding of EA responsibilities and to illustrate the EA management and funding processes



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Executive Agent Case Studies

- **Two case studies, and a Combatant Commander EA Training Module, are available to illustrate EA processes, issues and history:**
 - ***Navstar Global Positioning (GPS) Program***
 - *Initially an EA responsibility, has since evolved into formal DoD program*
 - ***DoD Mission Design Series (MDS) Designator Program for Military Aerospace Vehicles***
 - *A long-standing EA responsibility which serves multiple DoD components*
 - ***Combatant Commanders HQ Support***
 - *Combatant Commanders administrative and logistics support request analysis*
- **The case studies describe the following :**
 - **Historical background**
 - **EA designation process**
 - **Assigned responsibilities**



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How Do You Interface with the AF Executive Agent Process

- **If you would like more information on how to become an EA, or how to have an EA task cancelled or reassigned, then checkout our following tools:**
 - **EA Process Checklists**
 - **EA Staff Package Samples**
- **If you have any questions, you can contact AF/XPPL via email by clicking the 'feedback; button on the top right of your screen**



Summary

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■ What is an Executive Agent?

The Head of a DoD Component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components. The nature and scope of the DoD Executive Agents responsibilities, functions, and authorities shall:

- Be prescribed at the time of assignment.
- Remain in effect until the Secretary of Defense or the Deputy Secretary of Defense revokes or supersedes them.

■ Why Have Executive Agents?

- Provide an efficient and effective management tool for duties which involve multiple components

■ Who is in charge of the Air Force's EA management and funding processes?

- AF/XPPL is the AF's focal point for EA matters



Summary (cont'd)

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- **Who does the AF support as an EA?**
 - **The AF supports multiple DoD components and Combatant Commanders**
- **Where do I go for more information?**
 - **Click the 'references' button on the top of your screen**
- **How do I interface with the AF EA process?**
 - **Click the 'processes' button for checklists and sample staff packages**
 - **Contact AF/XPPL by clicking the 'feedback' button on the top right of your screen**
- **Executive Agent responsibilities still evolving**
 - **This web site and awareness training will be updated as roles/responsibilities are clarified**
- **Case Studies are available to illustrate the EA processes**
 - **Click the 'tutorial' button for more educational tools**